

implementation is transparent to county residents. The implementation of this action may involve the following steps:

1. *Five-year Notice to Haulers (if Necessary).* County-managed collection may not be implementable immediately; the county will need to address the five-year notification required by state law.
2. *Evaluate Contractual Options.* Evaluate how to contract for residential collection in all areas of the county. The areas will be awarded competitively to private collection companies, who will agree to the specifications of the solicitation, such as collection frequency, materials collected for recycling, etc. Collection companies will then identify the most efficient routes to collect that area. Customer service may be provided as part of the contract or through the county. Major customer service issues will be referred to the county for resolution. The county will likely retain its collection operations in the existing sanitary districts.
3. *Conduct Public Meetings.* Fairfax County will conduct a series of meetings with county citizens and haulers to assist in developing the collection contracts.
4. *Develop Infrastructure to Administer Collections Program and Review Contracts.* Develop the infrastructure to administer the contracts (accounting and monitoring systems) with private collection companies and provide the customer service interface. Establish a countywide billing system; one option is a line item on tax bills.
5. *Develop Public Outreach Materials.* Standardize public outreach materials, educating citizens about how to dispose material properly, how and what to recycle, and about specialty collection services offered.
6. *Phase-in Award Contracts and Determine Budget Requirements.* Phase-in the competitive bidding and awarding of collection contracts to haulers. This will allow time to change processes that are not effective. Incorporate funding in budgets to support countywide residential collection.
7. *Monitor and Evaluate Contract.* Review collection performance for each area and re-compete contracts as necessary.

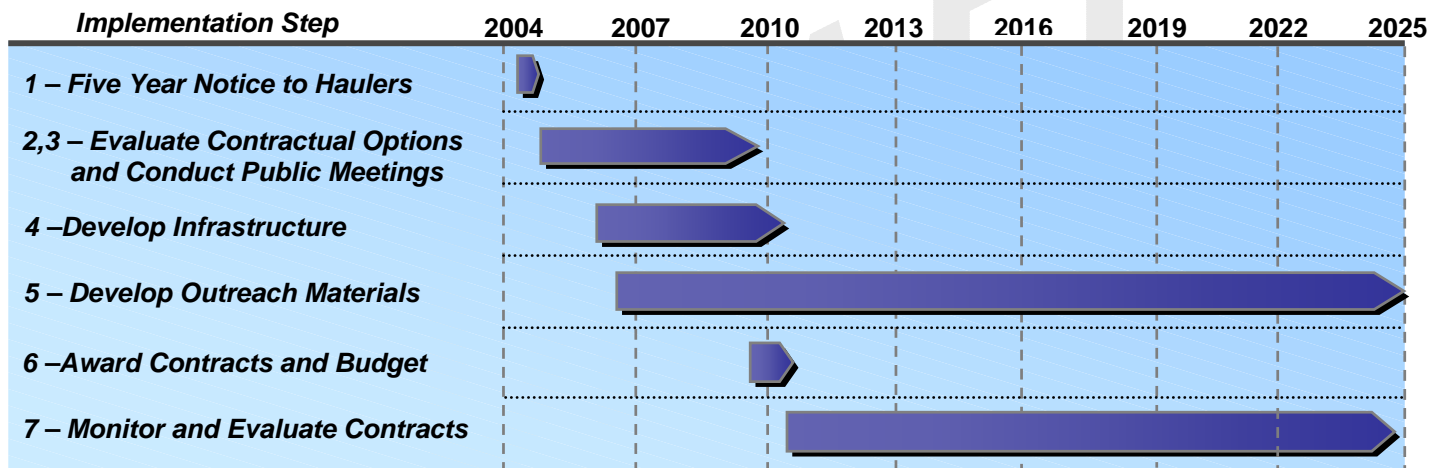
Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for managing the collection of residential MSW in the county and managing collection contracts with private haulers.

Implementation Timeframe

If necessary, the county will start five-year notice immediately upon adoption of this plan by the Board of Supervisors. Development of the infrastructure to implement this change will begin and continue throughout the timeline. Evaluation of contractual options will begin in FY2005 until contracts are awarded throughout the county, but at the latest by 2009. Administration of the collections program and review of contracts will continue during the SWMP planning period. Figure 12-3 shows the timeline for the implementation of this action.

Figure 12-2. Implementation Timeline - County Oversees Residential Collection Services



Revise County Code to Reflect Residential Service Level Changes and Requirements

Implementation Steps

This action may be implemented after the county gives the five-year notice to private collection companies (if necessary) and begins oversight of residential collection. The implementation of this action involves the following steps:

1. *Conduct Public Meetings.* Fairfax County will conduct a series of meetings with county citizens and haulers to help develop the improved baseline MSW collection service level.
2. *Finalize Baseline Level.* Based on the public input, the county will finalize the improved baseline MSW collection

service level. The county will conduct public informational meetings to introduce the new MSW collection policies.

3. *Revise County Policy.* Obtain Director, DPWES approval for the changes and notify the County Executive who will in turn notify the Board of Supervisors. Change County Code, Chapter 109 as required. Implement with collection companies. Incorporate the changes into county collection contracts, if applicable.
4. *Public Education.* Develop public awareness campaign for citizens and haulers about new MSW collection service level policy.
5. *Enforce Policy and Review Performance.* Review performance of haulers on following new policy; enforce policy as necessary. Evaluate how the new policy is impacting MSW collection service level and revise if needed.

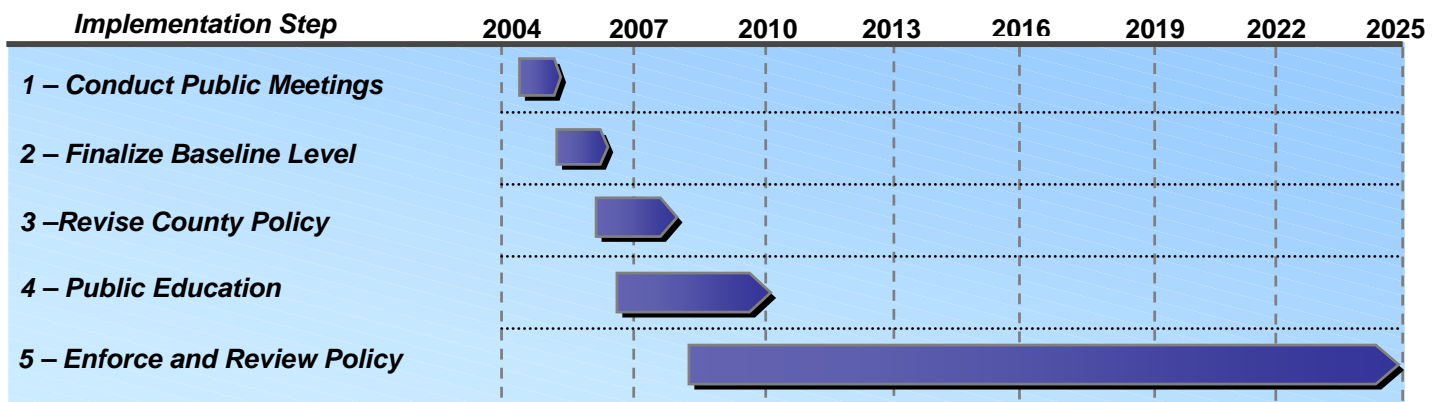
Implementation Responsibility

The Fairfax County DPWES is responsible for changing and enforcing County Code, Chapter 109 and has the primary responsibility for administering the policy for residential collection in the county. Private collection companies will be responsible for abiding by the requirements of the new county policy.

Implementation Timeframe

Public meetings will begin immediately and the final county policy will be implemented in FY2005. Public education will coincide with the change in county policy. Enforcement and policy review will continue during the SWMP planning period. Figure 12-4 shows the timeline for the implementation of this action.

Figure 12-3. Implementation Timeline - Revise County Code to Reflect Service Level Changes and Requirements



Continue Current Vacuum Leaf Collection System

Implementation Steps

In order to implement this action, the county does not need to change its current operations. Fairfax County will continue to provide vacuum leaf collection service in specially created leaf collection districts. The county will continue to evaluate the costs, benefits, and suitability of providing this service in Fairfax County.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action.

Implementation Timeframe

The county can implement this action immediately.

Improve Public Outreach and Education

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate CDD Collection Messages.* The county will continually evaluate the county's policy regarding CDD collection issues. At the minimum, messages and themes will attempt to inform citizens, builders and haulers on what materials are classified as CDD and how they should be handled, collected, and ultimately disposed.
2. *Develop Promotion Strategies.* The county will create a marketing strategy for each CDD collection message, including determining marketing goals, evaluating cost feasibility, refining target audiences, and developing promotion campaigns. Public Affairs will include marketing messages in county publications.
3. *Execute Public Outreach.* The county will use media and other outlets to execute the promotion strategies for each CDD collection message. Public outreach will focus on the construction community and private haulers.
4. *Review Program Performance.* The county will review the performance of the CDD collection public outreach and education. Based on these reviews, the county may choose to increase promotion, revise the marketing strategy, or reallocate resources to more effective programs.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for developing public outreach messages, and executing the public outreach

and education program. Public Affairs will assist in marketing the message.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period.

Consider Program to Promote Best Management Practices for CDD Haulers

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate CDD Collection Best Management Practices.* The county will evaluate and select best management practices for the collection of CDD. These best management practices will be aligned with the county's overall CDD management strategy.
2. *Develop Promotion Strategy and Discuss with Private Haulers.* The county will meet with private haulers to agree on a strategy and timeline to implement these best management practices.
3. *Public Education.* Develop public awareness campaign for haulers and other stakeholders.
4. *Review Best Management Practices.* The county will review the performance of the selected CDD collection best management practices. Based on these reviews, the county may choose to increase promotion, revise the implementation strategy, or select more effective best management practices.

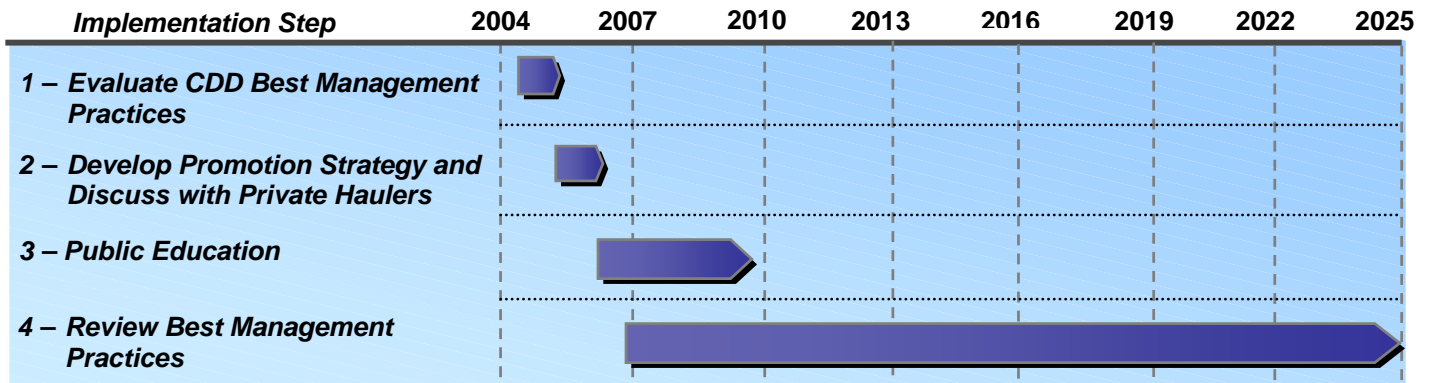
Implementation Responsibility

The Fairfax County DPWES will have the primary responsibility for administering best management practices for CDD collection in the county. Private haulers will work with the county in implementing the new county policy.

Implementation Timeframe

The county will begin implementing this action by evaluating CDD collections best management practices immediately. Discussions with private haulers will begin in FY2005. Public awareness will coincide with the selection of implementation strategy with haulers and continue during the SWMP planning period. Review of best management practices will continue throughout the SWMP planning period. Figure 12-5 shows the timeline for the implementation of this action.

Figure 12-4. Implementation Timeline - Consider Program to Promote Best Management Practices for CDD Haulers



Promote Use of Special Fuels, Filters, and Special Vehicles for Collection

Implementation Steps

The implementation of this action involves the following steps:

1. *Implement for County Collection Fleet.* Fairfax County will implement the use of special fuels and filters immediately for county collection and other fleet vehicles to reduce air pollution due to emissions. Additionally, the county will evaluate the use of special collection vehicles.
2. *Discuss with Private Haulers.* The county will meet with private haulers to discuss their use of special fuels, filters, and special vehicles for collection.
3. *Develop Strategy to Promote Use.* Develop strategies to promote private haulers to use special fuels, filters, and/or collection vehicles. Fairfax County may consider providing a lower tipping fee to haulers that use special fuels, filters, and/or collection vehicles.
4. *Promote Use.* Develop public awareness campaign about use of special fuels, filters, and/or collection vehicles.

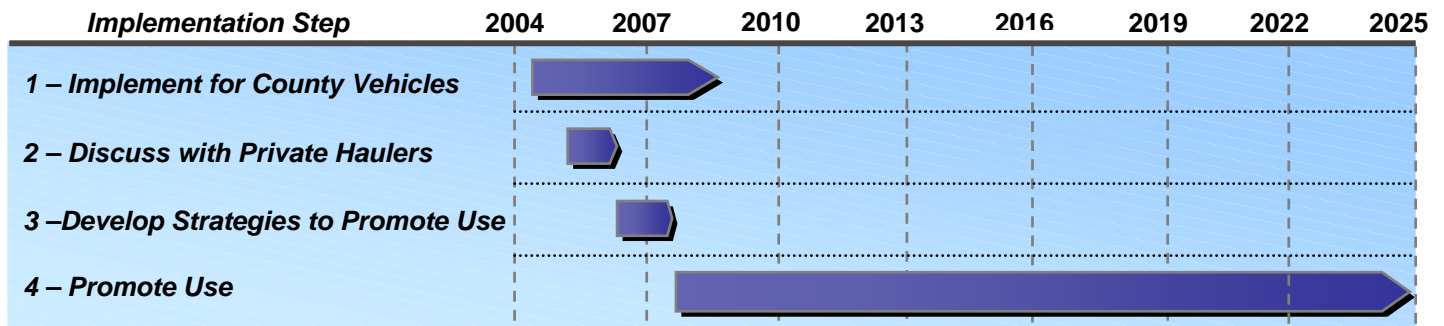
Implementation Responsibility

The Fairfax County DPWES will have the primary responsibility administering the policy for MSW collection in the county. In addition, each department in the county with fleet vehicles will have to adopt these requirements. Private haulers will assist by using special fuels, filters, and/or special vehicles for collection.

Implementation Timeframe

The county will begin implementing this action for county vehicles with immediately. Discussions with private haulers will begin in FY2005 and the county will develop strategies to promote use in FY2006. Full implementation of this action will be complete by FY2008. Public awareness will continue during the SWMP planning period. Figure 12-6 shows the timeline for the implementation of this action.

Figure 12-5. Implementation Timeline - Promote Use of Special Fuels, Filters, and/or Special Collections Vehicles



Implement a Collection and Disposal Strategy for Emergencies

Implementation Steps

Fairfax County will develop a strategy for the countywide collection and disposal of solid waste generated from emergency events, including natural and homeland security disasters. The implementation of this action involves the following steps:

1. *Evaluate Emergency Collection Alternatives.* Fairfax County will evaluate methods to secure emergency collection and disposal services before disasters, possibly through contracts or regional agreements.
2. *Implement Alternatives.* The county will establish procedures or implement contractual mechanisms to provide emergency collection and disposal services.
3. *Review Emergency Collection Strategy.* The county will review the adequacy and/or performance of the selected emergency collection and disposal strategy and revise as necessary.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action.

Implementation Timeframe

The county can implement this action immediately.

Expand Special Waste Collection

Implementation Steps

Fairfax County will continue the current collection system for special wastes, and potentially expand collection hours or locations. The implementation of this action involves the following steps:

1. *Evaluate Expansion Alternatives.* Fairfax County will evaluate the performance of the existing special wastes collection program, identifying the potential improvements from increased operating hours and locations. The county will weigh the improvements against the projected cost of expanding collection.
2. *Implement Alternatives (if necessary).* If the county decides to expand collection hours, Fairfax County will allocate the necessary staff. If the county expands locations, Fairfax County will evaluate, select, and secure appropriate facilities.
3. *Promote Use.* Develop public awareness campaign about expanded special wastes collection program.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action.

Implementation Timeframe

The county can implement this action immediately.

Transfer

Continue Using Current Transfer System

Implementation Steps

In order to implement this action, the county does not need to change its current operations. Continued operation of the I-66 Transfer Station involves maintaining the permit, performing facility maintenance, and completing expansion as required. As waste generation in Fairfax County grows, solid waste transfer requirements may exceed the current transportation capacity of the I-66 Transfer Station, therefore, the county may need to increase the number of trucks hauling material for disposal and/or the number of transfer bays.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action.

Implementation Timeframe

The county can implement this action immediately.

Reconfigure or Construct Waste Handling Areas at the I-66 Transfer Station

Implementation Steps

The implementation of this action involves the following steps:

1. *Review Capacity Requirements.* Complete estimate of future use of the I-66 Transfer Station for citizen disposal and commercial cash customers, CDD, and yard waste.
2. *Enhance CDD Sorting and Screening Area to Allow for Increased Recycling.* This initiative will require staff to screen loads of CDD for materials that can be recycled. Specialized equipment may be needed to help with sorting and handling.
3. *Design Waste Handling Areas.* Fairfax County staff will design waste handling area concepts. The county may need to construct or contract for a redesign of the traffic flow and capacity needs at the I-66 Transfer Station. Staff will design or contract for drawings and specifications for the scalehouse bays or any new buildings.
4. *Contract for Construction.* Evaluate transfer needs and contract for construction. Consider public/private partnerships when planning any new construction.
5. *Build the New Bays and Change the Traffic Flows.* County staff will oversee the building additions and changes to traffic flows to ensure that the impact on regular operations is minimal.
6. *Promote New Waste Handling Areas.* Develop public outreach and education about new waste handling areas for residents, small businesses, and haulers.

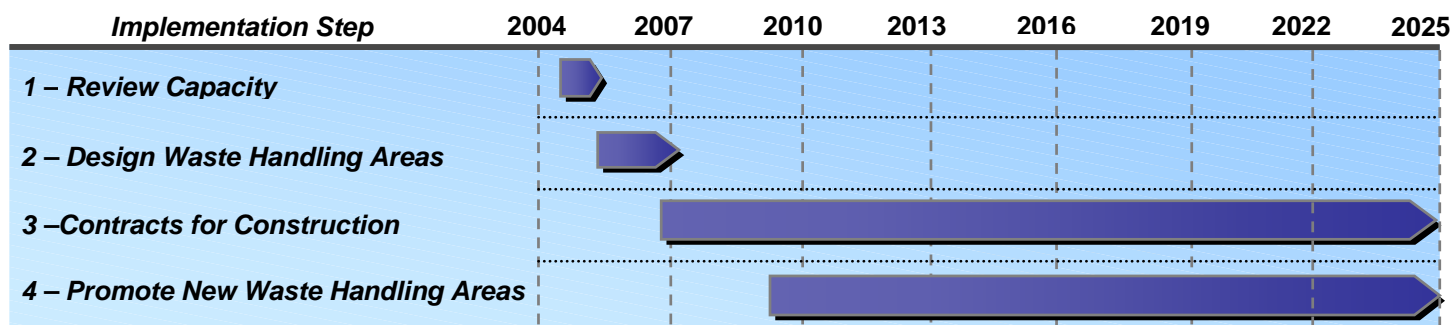
Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action. DPWES staff have already convened a small committee of I-66 Transfer Station staff, engineers and supervisory members to review possible layouts of new unloading areas for citizen disposal and commercial cash customers.

Implementation Timeframe

The county will begin reviewing capacity requirements in FY2005. Designs for the new waste handling areas will begin in FY2006. Construction and promotion of the new waste handling areas will begin at the earliest in FY2006. Operational improvements will continue during the SWMP planning period as capacity requirements and use dictate. Figure 12-7 shows the timeline for the implementation of this action.

Figure 12-6. Implementation Timeline - Reconfigure or Construct New Waste Handling Areas at the I-66 Transfer Station



Add Transfer Capabilities to the I-95 Landfill Complex

Implementation Steps

The county will implement this action if (1) additional transfer capacity is needed to move waste further south as part of waste exchange agreements, (2) the E/RRF does not remain the primary disposal facility in the county's waste management system, or (3) the I-66 Transfer Station reconfiguration is not sufficient to handle the increased MSW quantities. The implementation of this action involves the following steps:

1. *Evaluate Site.* Complete a site assessment to identify suitable locations for the transfer facility at the I-95 Landfill Complex.
2. *Negotiate with Covanta Fairfax, Inc. (CFI) (if necessary).* If the planned site location is on CFI leased property, negotiate for transfer station placement.
3. *Design Transfer Station.* Fairfax County staff will design the transfer station or contract to have it designed. The county will contract for the construction of the new building and design of traffic patterns, if needed. Note that the planned use of the E/RRF will affect the configuration of the new transfer station. The county will likely involve the community and Planning Commission in the design process.

4. *Contract for Construction.* Evaluate transfer needs and contract for construction. Consider public/private partnerships so the county does not bear the full cost of construction.
5. *Budget.* Incorporate cost estimates for the new transfer station into the county budget.

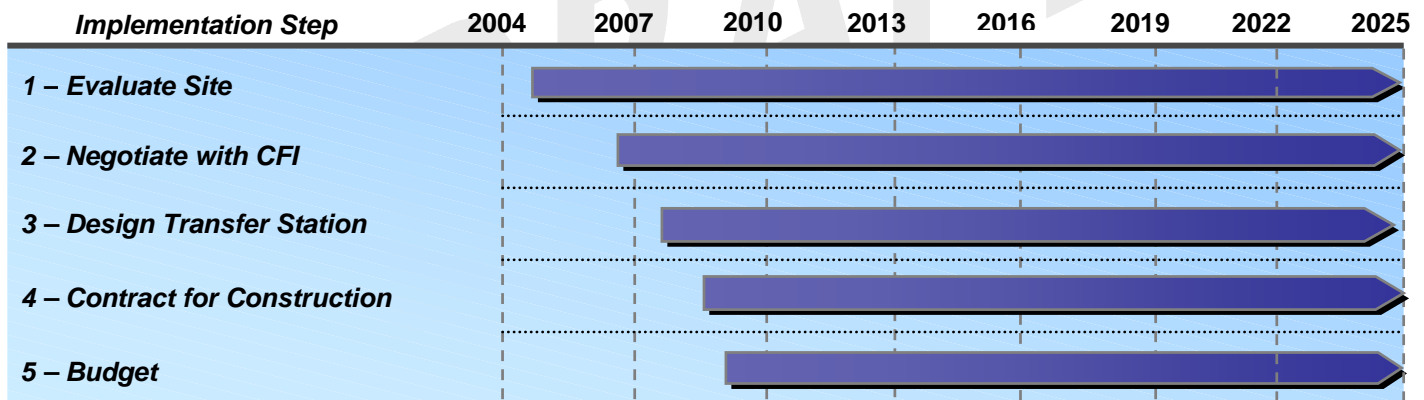
Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action, will determine the location of the transfer station, and will design or contract for transfer station site construction.

Implementation Timeframe

The county will begin investigating possible sites when the waste quantities require additional transfer capacity. All other steps are ongoing based on transfer station needs. Figure 12-8 shows the timeline for the implementation of this action.

Figure 12-7. Implementation Timeline - Add Transfer Capabilities to the I-95 Landfill Complex



Improve Public Outreach and Education

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate Transfer Messages.* County staff will continually evaluate the county's transfer messages, including public outreach and education to promote SWMP transfer actions.
2. *Develop Promotion Strategies.* The county will create a marketing strategy for the transfer messages including determining marketing goals, evaluating cost feasibility, refining target audiences, and developing promotion campaigns. The County Executive and Board of

Supervisors will assist in developing and approving the strategy and plan; Public Affairs will include marketing messages in county publications.

3. *Execute Public Outreach.* The county will use media and other outlets to execute the promotion strategies for the transfer messages. Public outreach will focus on the private haulers and construction community.
4. *Review Program Performance.* The county will review the performance of the transfer public outreach and education. Based on these reviews, the county may choose to increase promotion, revise the marketing strategy, or reallocate resources to more effective programs.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for setting the public outreach messages and executing the public outreach and education program. Public Affairs will assist in marketing the message.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period. Public outreach and education messages will likely be driven by implementation of the county's SWMP transfer actions.

Disposal

Continue Using the Current Disposal System

The implementation of this action is different for MSW and CDD; the separate implementation plans for MSW and CDD are described below.

MSW

Implementation Steps

The current operating agreement with CFI expires in 2011; the agreement calls for contract renegotiation to begin five years before expiration (i.e., 2006). Fairfax County will renegotiate the contract with CFI to extend use of the E/RRF past 2011.

County staff will need to complete these steps:

1. *Conduct Preliminary Renegotiation Meetings.* Discuss the goals and concept of the E/RRF operating agreement with CFI and County staff. Involve discussions with community representatives early in the process. The County Attorney and others will be involved in the meetings.

2. *Develop Draft Operating Agreement.* Prepare and refine a draft agreement through meetings and review with stakeholders. Ensure that the county maintains sufficient disposal capacity at the E/RRF for its needs.
3. *Finalize Contract and Renegotiate Landfill Contracts.* Agree with CFI on contractual terms. Negotiate landfill contracts to cover excess or emergency disposal needs.
4. *Budget.* Incorporate cost estimates for using the E/RRF into county budgets.
5. *Implement a Public Outreach and Education Process.* The county will use media and other outlets to execute the promotion strategies for the any disposal messages. Public outreach will focus on the increasing customers understanding of the new requirements and how they can support the county's efforts.
6. *Review Agreement.* Review operating agreement and process as needed throughout SWMP planning period.

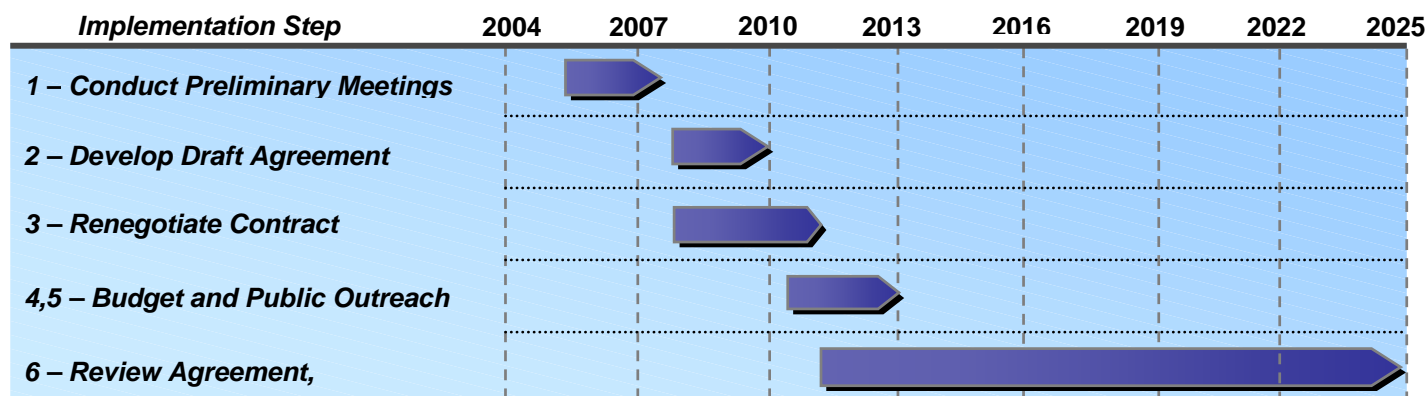
Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action. The County Attorney, Risk Management, DPSM, and others will provide support as needed. The county may retain outside support from both engineering and legal firms.

Implementation Timeframe

The preliminary renegotiation meetings will begin in early 2006. The county plans to have a conceptual agreement by FY2008, a first draft agreement in FY2009, and a final draft Agreement by the end of FY2010. The renegotiated operating agreement will be implemented in February 2011, and terms incorporated into county budgets starting with the FY2011 budget. The county will review the operating agreement as needed throughout the period to 2025. Figure 12-9 shows the timeline for the implementation of this action.

Figure 12-8. Implementation Timeline - Continue Using Current Disposal System



CDD

Implementation Steps

The implementation of this action depends on the availability of CDD disposal capacity in the regional area. County and private companies will develop contracts with landfills to secure capacity for the disposal of county-generated CDD. Under this action, securing CDD disposal capacity is the responsibility of the county (for disposal capacity for CDD handled at county transfer facilities) and private haulers (for CDD they collect and dispose of directly).

The implementation of this action involves the following steps:

1. *Evaluate CDD Capacity Requirements.* The county will complete a study of CDD disposal capacity required for county-generated CDD and the remaining disposal capacity in the region. Communicate and partner with private construction and hauling companies to determine disposal capacity requirements. Based on this study, the county and private haulers will determine the amount of capacity they will need to contract for, if any.
2. *Evaluate Alternative CDD Management Strategies.* The county will review recycling and other CDD management strategies to minimize CDD disposal requirements. The county will also evaluate whether to support the capacity expansion of existing in-county CDD landfills over the SWMP planning period.
3. *Negotiate and Establish Contracts.* The county and private haulers will negotiate and establish contracts with as many CDD landfills as necessary to provide the required disposal capacity.

4. *Implement a Public Outreach and Education process.* The county will use media and other outlets to promote CDD disposal messages. Public outreach will focus on increasing customers understanding of the new requirements and how they can support the county's efforts.
5. *Review Capacity Requirements and Adjust Contracts.* Review CDD disposal capacity requirements (Step #1) periodically and make adjustments in the contracts as required.

Implementation Responsibility

County staff and private companies will develop contracts with landfills to secure capacity for the disposal of county-generated CDD. The Fairfax County DPWES will have responsibility for monitoring availability of CDD disposal capacity in Fairfax County and seeking additional landfill capacity for CDD managed at county transfer facilities.

Implementation Timeframe

The county will implement this action immediately by evaluating CDD disposal capacity; reviews of CDD disposal capacity will continue throughout the SWMP planning period. County or private haulers will identify when CDD disposal capacity issues require contracts. They will immediately evaluate alternative CDD management strategies and, within one year, negotiate and establish contracts for CDD disposal capacity.

Discontinue Use of E/RRF after 2011 and Use Out-of-County Landfills

Implementation Steps

The county will implement this action if it does not make significant progress in negotiating a mutually-beneficial contract with CFI for the continued use of the E/RRF. The implementation of this action involves the following steps:

1. *Review Landfill Capacity Requirements.* Project MSW landfills requirements after 2011 using updated disposal data.
2. *Develop an RFP.* Complete an RFP for the required capacity in landfills in Virginia.
3. *Establish Contracts and Budget Requirements.* Award contracts in FY2010, and FY2011 with landfills in locations that are technically and economically feasible. Analyze vehicle transportation needs and begin ramp-up of trucks required to transport all waste to landfills. Incorporate

funding in budget to support transportation and landfilling of waste.

4. *Review Contracts.* Review landfill contracts for capacity and costs as needed throughout SWMP planning period.

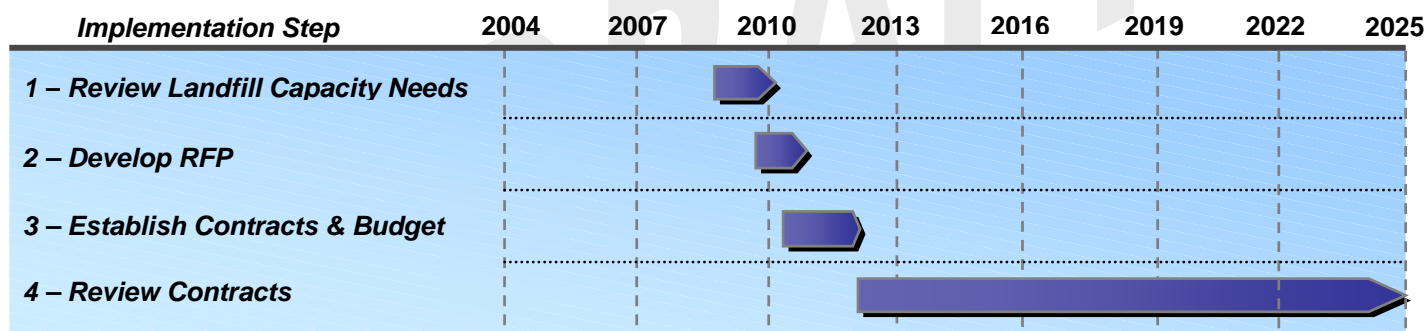
Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action. The County Attorney, Risk Management and DPSM will provide support as needed.

Implementation Timeframe

The county will begin reviewing landfill capacity requirements and developing RFPs in FY2009. In FY2011, the county will award contracts, and ramp up to full use in February 2011 (corresponding with the cessation of the E/RRF contract). The county will review the landfill and transportation contracts as needed throughout SWMP planning period. Figure 12-10 shows the timeline for the implementation of this action.

Figure 12-9. Implementation Timeline - Discontinue Use of the E/RRF and Use Out-of-County Landfills



Foster a Regional Approach for CDD Disposal

Implementation Steps

The implementation of this action involves the following steps:

1. *Identify Regional Partnership.* The county will evaluate partnerships with NVRC, MWCOG, Arlington County, Loudoun County, and/or other cities or counties. Fairfax County will garner political support of all jurisdictions involved.
2. *Evaluate Regional CDD Capacity Requirements.* The regional partnership will complete a study of CDD disposal capacity required and the remaining capacity in the region.

3. *Develop Regional Approach.* Based on this analysis, the regional partnership will develop an approach to address the regional CDD disposal capacity concerns. The regional partnership will also review recycling and other CDD management strategies to minimize CDD disposal requirements.
4. *Review Capacity Requirements and Adjust Approach.* Review CDD disposal capacity requirements (Step #1) periodically and make adjustments to the regional approach as required.

Implementation Responsibility

Fairfax County will take the initiative in working with NVRC, MWCOG, Arlington County, Loudoun County, and/or other cities or counties to identify a regional partnership. This partnership will have primary responsibility for evaluating CDD disposal capacity in the region and establish and executing the regional approach.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period. The urgency of this action will likely be driven by a shortage of CDD disposal capacity for the county.

Improve Public Outreach and Education, for CDD Disposal**Implementation Steps**

The implementation of this action involves the following steps:

1. *Evaluate CDD Disposal Messages.* The county will continually evaluate the county's policy regarding CDD disposal and capacity issues; messages and themes will attempt to alleviate CDD disposal capacity issues in the county. The Fairfax County DPWES will continually evaluate CDD disposal capacity to determine the urgency of public outreach and education.
2. *Develop Promotion Strategies.* The county will create a marketing strategy for the CDD disposal capacity message, including determining marketing goals, evaluating cost feasibility, refining target audiences, and developing promotion campaigns. The County Executive and Board of Supervisors will assist in developing and approving the strategy and plan; Public Affairs will include marketing messages in county publications.
3. *Execute Public Outreach.* The county will use media and other outlets to execute the promotion strategies for the